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February 1998 A Newsletter for
Minority Business
Enterprise Vendors
and Property
Management
Professionals



Challenging Equal Opportunity

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Demonstration Disposition in Full Steam

by Steven D. Pierce,
MHFA Executive Director



If there was a key word in 1997 to describe the Demonstration Disposition Program, it was "momentum." The Demonstration has moved forward at remarkable levels in all phases, including relocation, resident training, the bidding process, MBE and neighborhood economic development goals, and construction.

Many groups of people worked tirelessly over three years to reach this important stage, but none worked

harder than the residents themselves. Residents relocated out of their homes, but still believe in this effort and will soon see the fruits of their labor.

The official addition of the 315-unit Academy Homes II to the program this past December brings the total number of units in the Demonstration to over 2,200, with over \$218 million targeted for renovation and new construction work.

Through many hours of work, HUD and MHFA staff, along with dedicated and committed residents, have moved the Demonstration from the drawing board to reality. They also created a strong example for federal, state, and city governments by including residents and business owners in the process of inner-city redevelopment.

The Demonstration has seen more than 300 families relocated to on- and off-site locations for construction purposes. In most cases, the off-site relocations have been in Boston and in close proximity to the residents' housing development. This process would not have been as efficient without the dedication of the residents and MHFA and HUD staff.

MHFA is currently providing training to residents of Demonstration developments to prepare the resident associations to oversee their development after the disposition phase of the program. This past year saw residents receive technical assistance and training on topics concerning ownership decision-making, corporate roles and responsibilities, policy setting for property disposition, and financial management.



Jim Brady

Demolition of Camfield Gardens. Site preparation for new construction began in January.

(continued on page 7)

Demonstration Disposition Update

Equal Opportunity: In the Construction Phase

In August of 1997, MHFA began awarding contracts for the construction phase of the Demonstration Disposition Program. Over the last six months, fourteen contracts were let. Of those, nine contracts were awarded to MBE general contractors, or 64%. Two of the nine MBEs are joint venture entities.

These fourteen contract awards represent \$157.1 million. Forty-seven percent, or \$73.5 million, comprise the contract dollars awarded to MBE general contractors. All general contractors, minority and majority, have agreed to make best faith efforts to achieve affirmative action goals for minority/women subcontractors, minority/women/local workforce, and local business participation.

The construction cost for the entire Demonstration Disposition Program is estimated to be a little more than \$190 million. Contracts remain to be bid for four projects. They include: Grove Hall (\$3.2M), Franklin Park II — new construction (\$1.8M), Geneva (\$5.6M), and Academy Homes II (\$38.9M). ■



Register for Upcoming Trade Fair

A Boston-area trade fair for property management companies and MBEs will be held on:

Thursday, April 30, 1998
6:30 — 8:30 p.m.
(Refreshments at 6:00 p.m.)
at the Sheraton Tara Hotel
37 Forbes Street
Braintree, Massachusetts

Call Jackie Gwinn at (617) 854-1820 to register. **The deadline for reserving a table is Wednesday, April 15.**



One Beacon Street
Boston, MA 02108-3110
(617) 854-1000



MBEs Capture \$34.7 Million in Vendor/Construction Contracts in FY '97

I. Total Vendor Contracts MHFA-Financed Developments

A. Linkage Area I (72 developments in Roxbury, North Dorchester, Mattapan, and parts of Jamaica Plain and the South End):

Total Contracts Awarded:	\$ 11,682,069
MBE Contracts Awarded:	\$ 6,098,475
MBE % of Contracts Awarded:	52%

B. Linkage Area II (13 developments recently classified as part of the Linkage Area with transitional MBE Goals):

Total Contracts Awarded:	\$ 4,750,608
MBE Contracts Awarded:	\$ 686,577
MBE % of Contracts Awarded:	14%

C. Balance of State (not including Linkage Areas):

Total Contracts Awarded:	\$ 79,432,454
MBE Contracts Awarded:	\$ 12,971,699
MBE % of Contracts Awarded:	16%

D. Developments Statewide — 445 developments (including Linkage Areas):

Total Contracts Awarded:	\$ 95,865,131
MBE Contracts Awarded:	\$ 19,956,750
MBE % of Contracts Awarded:	21%

II. Construction Contracts

Total Construction Contracts Awarded:	\$ 69,578,904
MBE Construction Contracts Awarded:	\$ 14,792,401
MBE % of Contracts Awarded:	22%

III. TOTAL (Vendor & Construction Contracts Statewide)

Total Contracts Awarded	\$165,444,035
Total MBE Dollars:	\$ 34,749,151
MBE % of Contracts Awarded:	21%

Note: Results are for developments in MHFA's existing portfolio. These figures do not include HUD Demonstration Disposition Program contracts.

Increasing Number of Management Companies Exceed MBE Goals

Goals are established by development and vary based on location and other factors. Management companies representing developments in more than one geographic area may be listed more than once.

Meeting/Exceeding MBE Goal for Linkage Area I

Abrams Management Company,
Edwin Abrams, President
Gibraltar Associates, Inc.,
Carolyn Gibson, CEO
High Fort Management, *Lloyd King, CEO*
Long Bay Management,
Kenneth Guscott, CEO
Lorenzovest Management,
Lorenzo Pitts, CEO
Maloney Properties,
Mark Maloney, President
Winn Management Company,
Arthur Winn, CEO

Meeting/Exceeding MBE Goal for Linkage Area II

Abrams Management Company,
Edwin Abrams, President
Cornu Management,
Thomas Cornu, CEO
L.E. Smith Management Company,
Loring E. Smith, CEO
NCHP Property Management,
Cooper Winston, Regional Vice President
State Street Development & Management Corp., *Allen Carleton, CEO*
Waters & Company,
Leila Waters, President
Winn Management Company,
Arthur Winn, CEO

Meeting/Exceeding MBE Goal for Balance of State

A & D Management Company,
Delia Cassano, CEO
AMR & Associates, *Angelo Russo, CEO*
Abrams Management Company,
Edwin Abrams, President
Alcourt Management Company,
John Vernalia, CEO
All City, *Paul Clayton, CEO*
Allandale Management Company,
Alfred J. Katz, CEO
American Properties Team,
Carol Dempsy, CEO
American Shelter Corporation,
David Lichtenstein, CEO
Appleton Corporation,
Paul Stelzer, President
Arlington Park, *Albert Brien, CEO*
Barkan Management, *William Dishino, CEO*
Beacon Management,
William Stetson, President
Beech Management, *Fay Semple, CEO*
Better Cities Management Company,
C. Lansing Fair, CEO
B.F. Faulkner Tower Management Company, *Burton F. Faulkner, CEO*
The Boston Land Company,
Joshua Davidson, President
CMJ Management,
Wendell Yee, CEO
Claremont Management Corp.,
Charles Moran, Executive Vice President
Community Builders, *Judith Weber, Director of Property Management*
Corcoran Management,
Robert Pickette, CEO
Cornerstone Corp., *Robert Evans, CEO*
Cornu Management,
Thomas Cornu, CEO
Crowninshield Management,
Deborah Collier-Comins, President

Cruz Management Company,
John B. Cruz III, CEO
Davis Realty, *David Archibald, CEO*
Dimeo Properties, *Thomas Dimeo, CEO*
Dolben Co., *Dean Dolben, President*
Federal Management Company,
Betty Anderson, CEO
Fort Heath Management,
Sanford Kaplan, CEO
Gilbane Properties, *Robert Gilbane, CEO*
Glendale Court Management Company,
Sal Sacro, CEO
Graham Street Management,
Manuel Rabbit, President
Harbor Management,
Gerald Gouchberg, CEO
Harvard Real Estate, Inc.,
Sheldon Tandler, Treasurer
Huntington Management,
Richard Condon, CEO
Independent Managers, Inc.,
Sandra Blackman, Partner
JCM Management Company, Inc.,
Harold Lash, CEO
JRM Management,
Joseph R. Mullins, President
J. Karam Management,
James Karam, President
Jewish Community Housing,
Ellen Feingold, CEO
Keith Properties, *John Keith, CEO*
L.E. Smith Management Company,
Loring E. Smith, CEO
Logan Park Management, *Mark Logan, CEO*
Lombardi Management,
Louis Lombardi, CEO
MB Management, *Howard P. Porter Jr., Director of Housing Management*
Maloney Properties,
Mark Maloney, President
Marken Properties, Inc.,
Herbert Berezin, President

Congratulations from Steven D. Pierce, MHFA Executive Director

It is my pleasure to personally thank each of the property management companies listed here for their MBE achievements for fiscal year 1997. Seventy-five different management companies met or exceeded MBE goals for their MHFA-financed developments, a significant increase over last year's total of sixty-five management companies.

This record of accomplishment illustrates that outreach, communication, and adaptability continue to bring positive results and that property managers and minority-owned businesses are forming strong working relationships.

MHFA continues to believe that economic opportunities are crucial to healthy housing and healthy neighborhoods.

Again, congratulations to these management companies and their chief executive officers.

Sincerely,



Steven D. Pierce

McNeil Management & Services
William Hoffman, CEO
Meredith Management,
John Rosenthal, President
Metro Management Company,
Albert Calderelli, CEO
Multi-Management Co.,
Richard McCarthy, CEO
NCDF, *Therese Kelly, Executive Director*
Nueva Esperanza Management Company,
Caroline Bryda, Fiscal Director
Peabody Properties, *Barry Kelliber, CEO*
Princeton Properties, *Terrence Flahive, CEO*
River Valley Properties,
Ann Berezin, President
S-C Management Company,
Irma Schretter, CEO
Shoreline Corporation,
Melanie Nordquist, CEO
Skyline Management,
Robert J. Joseph, President
State Street Development & Management Corp., *Allen Carleton, CEO*
Subsidized Housing
Sharon Pray, CEO
Sullivan Associates, *Robert Sullivan, CEO*
Sullivan Properties
Paul Sullivan, CEO
Tambone Corp., *Anthony Tambone, CEO*
Valley Real Estate, *Paul J. Oldenburg, CEO*
Weld Management Company,
Dennis Walsh, CEO
Weston Associates, *Paul J. Donabue, CEO*
Westwood Management Corp.,
Ellen Hallen, CEO
Winn Management Company,
Arthur Winn, CEO

M/WBE Certification Provides Access



It's never been a more important time to certify your company as a minority- or woman-owned business. Certification is offered through three certifying agencies in Massachusetts: the State Office of Minority and Women Business Assistance (SOMWBA), the New England Minority Purchasing Council (NEMPC), and the City of Boston Minority and Women Business Enterprise Office. MHFA's portfolio of developments generated over \$95 million in contracts last fiscal year, and the HUD Demonstration Disposition Program is going full steam ahead. Certification can help *your* business *get* business.

State Office of Minority and Women Business Assistance (SOMWBA)

SOMWBA is part of the Massachusetts Department of Economic Development. The office promotes certified MBE and WBE firms to state agencies and authorities. Last year, the state offered over \$4 billion in contracts.

France Lopez is the Executive Director of SOMWBA. She says, "With certification, your business is listed in the SOMWBA Directory, which we are now publishing on the World Wide Web. Rather than waiting for the publication and mailing of a printed book,

a company is listed in the directory within one week of certification." The SOMWBA Web site also links to the comm-PASS Procurement Access and Solicitation System, which offers a one-stop resource for all of the Commonwealth's contract opportunities. "M/WBEs will find that SOMWBA's streamlining and evolution will better assist them," she explains.

To apply for SOMWBA certification, or to find out about SOMWBA's bid seminars and technical assistance, contact Davida Craig, Senior Director of Business Assistance and Advocacy at (617) 727-8692, ext. 195. Access SOMWBA's Web site at www.state.ma.us/somwba/. For those who do not have Internet capability, the Commonwealth has set up 31 access sites across the state in libraries and small business development centers.

New England Minority Purchasing Council (NEMPC)

Cynthia Cooper is the Executive Director of NEMPC, which certifies minority-owned businesses for the New England region. With a written request, NEMPC certification is reciprocal with other Purchasing Councils throughout the country.

"The intent of NEMPC certification is to provide access to the marketplace," says Ms. Cooper. "I stress that certification is a business decision and should be carefully thought through. Don't become certified just because someone suggests it. But if part of your business strategy is to work with socially responsible public and private entities, then certification is essential."

Ms. Cooper also points out that certification helps make associations with other minority businesses. "Membership in the NEMPC facilitates relationships," she says. "Personal relationships form the basis of business in this country."

To apply for NEMPC certification, call (617) 578-8900. You will be asked some qualifying questions at that time. Application for certification must be made by the owners of the company.

City of Boston Minority and Women Business Enterprise Office

Headed by Brooke Woodson, the City of Boston Minority and Women Business Enterprise Office certifies M/WBEs wanting to access City of Boston contracts. The City of Boston is also the only certifying agency that certifies minority/majority joint ventures working on the Demonstration Disposition Program. By special arrangement, MHFA and the City share responsibility for reviewing these applications.

"Joint venture certifications can be complicated and time sensitive," explains Mr. Woodson. "But joint ventures have enabled some minority businesses to participate in the Demonstration and win contracts."

Since becoming Executive Director in 1994, Mr. Woodson has concentrated on making the office more "proactive" and has increased outreach to M/WBEs to let them know the benefits of certification. When applying, staff members are on hand to help business owners fill out the application. The office also conducts seminars and helps businesses create business plans and access technical assistance. Contact the City of Boston Minority and Women Business Enterprise Office at (617) 635-4084.

These three certifying agencies and their capable leaders are ready to help minority- and woman-owned firms access greater business opportunities. Consider becoming certified today. ■



MHFA staff work with certifying agencies for MBEs: (l-r) France Lopez, Executive Director of SOMWBA; Wilson Henderson, Director of MHFA's Equal Opportunity Division; Vivian Beard, MHFA's Senior Operations Director for EO; Brooke Woodson, Executive Director of the City of Boston Minority and Women Business Enterprise Office; Cynthia Cooper, Executive Director of NEMPC.

Camfield Gardens Employs Residents and Neighbors

Residents of Demonstration Disposition properties and neighborhood residents should benefit from the economic activity of the Demonstration through jobs. With this goal in mind, 16 residents of Camfield Gardens (a property in the Demonstration Disposition) and neighbors received training and licenses in asbestos removal last fall.

"Neighborhood groups approached Camfield asking when construction would begin and if jobs would be available," recalls Larry Ellis, Resident Services Coordinator for the Camfield Gardens Tenants Association. "We kept our eyes open for employment opportunities even as we scrambled to solve various construction problems. First we found out that the development would have to be demolished and rebuilt. Then asbestos was discovered. Then the landfill owners said that they would not accept asbestos-laden debris. We decided to turn these events into a positive and train some people in asbestos removal."

The Camfield Gardens Tenants Association sent out a survey to residents and neighbors to see if anyone would be interested in participating in an asbestos removal training program.

Twenty people expressed interest. The next step was to set up the training — fast. The demolition schedule could not be held up, so Mr. Ellis approached MHFA and Duane Corporation, the demolition contractor for Camfield Gardens. MHFA hosted the week-long training at its offices and Duane Corp. generously agreed to pay for the cost of training. A consultant was hired, and training began in October.

Sixteen people, including four women, completed the training and received their licenses. Jumping through the hoops of unionization, state-required physical testing for asbestos removal workers, and an ever-tightening time frame, four of the graduates found work at the Camfield Gardens site.

Larry Ellis observes, "We had an incredibly short schedule working against this particular training. From the moment we found out that we would need asbestos removal to the time we created the training program and brought graduates on-site was only three weeks!"

"Though this contract wasn't able to employ everyone, they are in an excellent position for future work with the Demonstration and elsewhere,"



Neighborhood resident, Rick James (l), was trained in asbestos removal and worked at the Camfield Gardens job site. Pictured at Camfield with (l-r): Wilson Henderson, Director of MHFA's Equal Opportunity Division; Larry Ellis, Resident Services Coordinator for the Camfield Gardens Tenants Association; Paul Garrity, MHFA Senior Equal Opportunity Analyst.

he continues. "The training also shows that Demo-Dispo residents and their neighbors want to work and are willing to put in the time and effort. These people traveled downtown and attended classes for one week from 8:00 a.m. to 4:00 p.m. every day. Not one of them was ever late."

Rick James participated in the training and did some asbestos removal work at Camfield Gardens. "I saw the training as a means of further advancement," he says. "It was a rushed situation, but I feel that I made contacts and am in a good position for other construction jobs at Camfield."

Residents and neighbors who have trade experience, or are eager to learn, continue to be identified. MHFA and resident associations will work to provide these people with economic opportunities in the Demonstration. ■

Loans and Bond Support Available

MHFA continues its partnership with the Massachusetts Community Development Finance Corporation (CDFC) by offering loan programs and bond support for minority- and women-owned businesses.

Loan Programs: CATA and CWCL

The Collateral and Technical Assistance Loan Program (CATA) was created to help businesses working on the Demonstration Disposition Program. CATA is funded by MHFA, CDFC, and the Massachusetts Business Development Corporation (formerly MEIC). In 1996, the Contractors Working Capital Loan (CWCL) was introduced to make loans to M/WBEs working on non-Demonstration contracts.

Both CATA and CWCL help finance working capital and are made to businesses that would not be able to get a loan from a traditional lending source.

Joy Whitlow of CDFC recently took over the administration of the CATA and CWCL loans. "The difference with these loans is not in the amount of paperwork required. We still require due diligence and ask for detailed financial information. The difference lies in how we evaluate that information. We can work through a rocky credit history, where a private bank might not."

Both loan programs provide technical assistance to firms receiving financing.

Minority and Women Contractor Bond Support Program

The Bond Support Program helps minority- and women-owned contractors establish their bonding (continued on page 6)

MHFA's Wilson Henderson, Director of Equal Opportunity (l) and Paul Garrity, Senior EO Analyst (standing) meet at CDFC with Jack Hubbard, Investments Consultant, and Joy Whitlow, Project Manager for the CATA Loan.



Meredith Management Corp.

Meredith Management Corporation manages ten MHFA-financed developments in addition to conventionally-financed residential and commercial properties, including over 3,500 condominium units. Based on the location of its MHFA-financed properties, Meredith has a 12% goal for MBE participation. For fiscal year 1997, Meredith achieved 15%.

"We regularly attend MHFA's MBE trade fairs in Boston and Springfield," says John Rosenthal, President of Meredith Management. "Those events have helped us find qualified minority vendors."

Don Day, Assistant Director of Property Management, adds, "The trade fairs help us meet a lot of people and initiate relationships. It is a good

opportunity for face-to-face contact." For many bidding opportunities at a Meredith-managed property, MBEs that made an impression at the trade fairs or through other contacts are invited to the job site to discuss Meredith's policies and what is needed to win the contract. "We coach minority businesses through our bidding process to help them gain a competitive edge," Mr. Day says.

Mr. Rosenthal stresses that MBE vendors must understand the details of the required service so that they will be able to submit an accurate proposal.

"We often meet with MBE bidders to explain the bid specifications," says Mr. Rosenthal.

In addition to accurate proposals, Meredith Management urges MBE firms to have competitive pricing. "MBEs tend to go a little higher than they should," says Mr. Day. "When this happens, we talk to them about it."

Meredith Management uses MHFA's MBE lists and networking events to find qualified minority businesses. Once contact has been made, Meredith staff will spend the time to work through individual issues with an MBE



John Rosenthal, President of Meredith Management (l), and Don Day, Assistant Director of Property Management.

bidder. It is these efforts that have enabled Meredith Management to meet or exceed its MBE goals.

In addition to its MBE goal achievement, Meredith Management Corp. worked with MHFA to provide housing and services at Brookside Terrace for homeless women in recovery from substance abuse and their families. This program won a Significant Achievement Award from the National Council of State Housing Agencies in 1996. Mr. Rosenthal is a member of MHFA's Community Services Advisory Committee.

"We coach minority businesses through our bidding process to help them gain a competitive edge."

Don Day
Assistant Director of
Property Management
Meredith Management Corp.

Loans and Bond Support Available

(continued from page 5)

capacity or increase it to become more competitive. Overseen by CDFC, the program is run by Jack Hubbard, Investments Consultant. "Both general contractors and subcontractors can use this program," he explains. "Subcontractors are covered by the bond of the general contractor, but if the GC has limitations, it helps if the sub has a bond covering his or her own work."

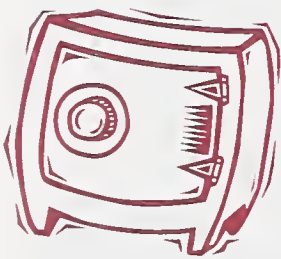
CDFC consultants will help contractors assemble information required in

a surety bond application, including business and financial statements, contract performance information, and references. A network of surety companies works with CDFC as part of the program. Technical assistance is also offered, with contractors paying 35% of technical assistance costs.

"By increasing contractors' management capabilities through technical assistance and providing access to bonding and working capital

financing, M/WBEs can greatly enhance their business opportunities," says Mr. Hubbard.

Funding for these loan and bonding programs is available, and M/WBEs are urged to take advantage of these resources. Contact Joy Whitlow at (617) 482-9141, ext. 238 or Jack Hubbard at (617) 482-9141, ext. 240. ■



Nesam Cleaning Company

Nesam Cleaning Company, located in Lawrence, Mass. is a minority-owned cleaning service that offers residential and commercial cleaning services as well as painting and general maintenance. Lanre Fadarey is president of the 18-year-old business that was started with her husband Kunle Fadarey.

"My husband majored in Business Management at Suffolk University," Ms. Fadarey explains. "He put himself through college by doing part-time cleaning. We met, married, and decided to make cleaning and maintenance our full-time careers. Prior to founding Nesam Cleaning Company, Ms. Fadarey was a substitute teacher at the Lawrence Public Schools. The company currently has four full-time employees, including the Fadareys and six part-time workers.

Nesam's "big break" was getting a cleaning contract at the 436-unit Westminster Village in Lowell, an MHFA-financed development. "I contacted them as I was phoning through MHFA's *Housing List*. I mentioned up front that we are a minority-owned business, and that got their attention." Nesam Cleaning maintains the common areas and cleans and paints apartments as tenants move out. That contract led to recommendations to other MHFA-financed developments.

Ms. Fadarey takes full advantage of the programs and services that MHFA offers to minority businesses and encourages other MBEs to check them out. "A friend told me about the Linkage meetings at MHFA, which brings property managers and MBEs together," she says. "I attend the meetings regularly and have made a lot of contacts."

Nesam has also used the *CEO* newsletter to its advantage and got work from the newsletter's bid lists. Further contact with MHFA recently led to Nesam Cleaning Company joining the MHFA-sponsored mentor program. The firm is being mentored by Martha

*"... be patient and persistent.
I make a lot of phone calls.
I also keep following up on
contacts that I make, such as
those from MHFA Trade Fairs.
You cannot afford to let
contacts slide."*

Lanre Fadarey
President
Nesam Cleaning Company



Lanre Fadarey, President of Nesam Cleaning Company

Graham-Bell of Abrams Management. "We recently had our first meeting. Martha gave me the assignment of putting together letters of recommendation from our clients, which will help our marketing." She is also considering applying for a Contractors Working Capital Loan (offered by CDFC and MHFA, see story on page 5). "A loan could help us purchase capital equipment, such as a more powerful vacuuming system," she notes. "We are also thinking of expanding into snow removal."

"MBEs need to know where to go to find business opportunities, and MHFA has helped us connect," Ms. Fadarey continues. "Another bit of advice to other MBEs is to be patient and persistent. I make a lot of phone calls. I also keep following up on contacts that I make, such as those from MHFA Trade Fairs. You cannot afford to let contacts slide."

MBE Snapshot

Demonstration Disposition in Full Steam

(continued from page 1)

By mid-1998, all of the 17 construction contracts (excluding Academy Homes II) will have been bid out, with a goal of construction beginning on all developments by the end of 1998.

Construction started in the summer of 1997 and is well under way at six developments: Sonoma, Maple, Schuyler Apartments; Fieldstone Apartments; Camfield Gardens; Franklin Park I; Washington Heights I; and Theroch IIB. Over \$87 million dollars

were let in construction contracts in 1997, with MBEs or joint ventures garnering over \$62 million (71%) of the construction dollars. The Demonstration has generated high levels of investment and economic development in the inner-city, with MBEs taking part in every phase of the program.

During 1997, MHFA let out over \$123 million in contracts, with MBEs providing goods and services garnering over \$98 million (80%) of contract

dollars, easily surpassing the 30% MBE participation goal set for the program.

Overcoming many obstacles, the Demonstration took off in 1997, but the work is far from over. MHFA, HUD, and the residents must continue to push forward in 1998 and maintain this level of progress throughout the construction and disposition phases of the program. Only then will the Demonstration be looked upon as a model of success. ■



MBE Contract Opportunities

TRADE/SERVICE	DEVELOPMENT	MANAGEMENT CO.	CONTACT PERSON	TELEPHONE NO.
APPLIANCES	BRIGHTON GAROENS APT.	LOMBAROI CORPORATION	LOUIS M. LOMBAROI	(617) 254-7721
	WILBRAHAM COMMONS	WESTWOOD MANAGEMENT CO.	OOROTHY PALUCK	(413) 596-8372
	PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANDRA LEPORE	(413) 789-1131
BLEACHING EXTERIOR	GOSNOLO GROVE APTS.	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
BUILDING SUPPLIES	TANNERY I APTS.	CROWNINSHIELO MGT. CORP.	WALTER GORMAN	(978) 532-4800
CABINET REPLACEMENT	CHELSEA SQUARE APTS.	CORNU MANAGEMENT CO.	KATHY KRAGER	(617) 324-3725
	FABENS BUILDING	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
	BROADWAY GLEN APTS.	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
CABINETS	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	OANA OICOCOCO	(413) 532-9268
CARPENTRY	TANNERY I APTS.	CROWNINSHIELO MGT. CORP.	WALTER GORMAN	(978) 532-4800
	KILMANROCK ST. APTS.	BARKAN MANAGEMENT CO.	MARY WOOD	(617) 262-6757
	71 WESTLAND AVE APTS.	BARKAN MANAGEMENT CO.	LAURIE JEFFERSON	(617) 424-6783
CARPET INSTALLATION	FORT HEALTH APTS.	FORT HEALTH MANAGEMENT	SANFORD A. KAPLAN	(617) 527-2400
CARPET & FLOORING	KILMANROCK ST. APTS.	BARKAN MANAGEMENT CO.	MARY WOOD	(617) 262-6757
	71 WESTLAND AVE APTS.	BARKAN MANAGEMENT CO.	LAURIE JEFFERSON	(617) 424-6783
CARPET/LINOLEUM	PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANORA LEPORE	(413) 789-1131
CARPET/TILE FLOORING	ALLEN PARK APTS.	THE COMMUNITY BUILDERS	MARK FOWLES	(413) 782-1898
CARPETING	SAUGUS COMMONS	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
	CHANNING TERRACE	SC MANAGEMENT	LISA OEMARS	(508) 757-9239
	OAKWOOD	SC MANAGEMENT	KERRI FURTADO BREEN	(508) 966-2460
	HERITAGE COMMON	THE COMMUNITY BUILDERS	JOSE RIVERA	(978) 688-4728
	FRANKLIN SCHOOL	THE COMMUNITY BUILDERS	INGRIGIO MCCARTY	(617) 863-1810
	UPTON INN	SC MANAGEMENT CORP.	KERRI FURTAOO BREEN	(508) 966-2460
	WILBRAHAM COMMONS	WESTWOOD MANAGEMENT CO.	OOROTHY PALUCK	(413) 596-8372
	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	OANA OICOCOCO	(413) 532-9268
	BEOFORO VILLAGE APT.	SC MANAGEMENT CORP.	BETTY TENWLOE	(781) 275-1038
	MASHPEE VILLAGE	THE COMMUNITY BUILDERS	NANCY FORD	(508) 477-2000
	OAK TERRACE	THE COMMUNITY BUILDERS	SUSAN GUAN	(617) 350-0362
	BRIGHTON GAROENS APT.	LOMBAROI CORPORATION	LOUIS M. LOMBAROI	(617) 254-7721
CARPETING—HALLWAYS	LIBERTY PLACE	MB MANAGEMENT	MEREIOITH SCHINEO	(781) 986-0600
CAULKING	TANNERY I APTS.	CROWNINSHIELO MGT. CORP.	WALTER GORMAN	(978) 532-4800
CAULKING—EXTERIOR	CASAS BORINQUEN	ETC/PEABODY PROPERTIES	CARLOS HERNANDEZ	(617) 927-1700
CAULKING—OUTSIDE WINDOWS	LAUREL RIGGE	MB MANAGEMENT	JUDY PARKS	(508) 764-1474
CLAPBOARD REPLACEMENT	HOPE GAROENS	OIMEO PROPERTIES	CHERYL BARNHART	(508) 222-2662
CLEANING	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
CLEANING—BUFF STAINLESS ELEVATOR	BROCKTON COMMONS	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
CLEANING—PARKING AREA	ALLEN PARK APTS.	THE COMMUNITY BUILDERS	MARK FOWLES	(413) 782-1898
COMMON AREA REPLACEMENT	OAKWOOD	SC MANAGEMENT	KERRI FURTADO BREEN	(508) 966-2460
CONCRETE STRIP REPAIR	WOOD RIDGE HOMES, INC.	BARKAN MANAGEMENT CO.	SANDEY LARSON	(508) 682-7093
CONCRETE WORK	VALEBROOK	THE SHORELINE CORP.	FRANCES E. HALLORAN	(978) 681-9185
CONSTRUCTION	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
COUNTERTOP REPLACEMENT	FABENS BUILDING	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
DOOR REPLACEMENT	TANNERY I APTS.	CROWNINSHIELO MGT. CORP.	WALTER GORMAN	(978) 532-4800
	FALLS VIEW APTS.	GARDEN PARK MANAGEMENT	V.E. BALOWIN	(413) 594-5113
DOORS—REPAIR SCRATCHES	BROCKTON COMMONS	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
DRAINAGE CORRECTION	STRATTON HILL PARK	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
DRY VIT RECOATING	OLYMPIA TOWERS	BOSTON LAND CO.	WAYNE S. MARTIN	(508) 997-1205
DRY VIT REPAIRS	OLYMPIA TOWERS	BOSTON LAND CO.	WAYNE S. MARTIN	(508) 997-1205
ELECTRICAL	BRIGHTON GAROENS APT.	LOMBARDI CORPORATION	LOUIS M. LOMBARDI	(617) 254-7721
	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	OANA DICOCOCO	(413) 532-9268
	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
ELEVATOR REPAIR	BROCKTON COMMONS	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
EXTERMINATING	ELMWOOD TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	INOIAN MOTOCYCLE BLOG	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	BERKSHIRE TOWN	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848

TRADE/SERVICE
EXTERMINATING (CONT.)

DEVELOPMENT

MANAGEMENT CO.

CONTACT PERSON

TELEPHONE NO.

MICHAEL HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
HOLYOKE TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
PROSPECT HEIGHTS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
ST. JOSEPH HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
SYCAMORE HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
LINDEN TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
MCKINLEY HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	DANA DICOCO	(413) 532-9268
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
FALLS VIEW APTS.	GARDEN PARK MANAGEMENT	V.E. BALDWIN	(413) 594-5113
LIBERTY PLACE	MB MANAGEMENT	MEREDITH SCHINED	(781) 986-0600
9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	DANA DICOCO	(413) 532-9268
HERITAGE COMMON	THE COMMUNITY BUILDERS	JOSE RIVERA	(978) 688-4728
SUMMERHILL GLEN	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
BRIGHTON GARDENS APT.	LOMBARDI CORPORATION	LOUIS M. LOMBARDI	(617) 254-7721
TABER MILL APTS.	BOSTON LAND CO.	WAYNE S. MARTIN	(508) 996-3111
FORT HEALTH APTS.	FORT HEALTH MANAGEMENT	SANFORD A. KAPLAN	(617) 527-2400
OLYMPIA TOWERS	BOSTON LAND CO.	WAYNE S. MARTIN	(508) 997-1205
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
VALEBROOK	THE SHORELINE CORP.	FRANCES E. HALLORAN	(978) 681-9185
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
BEDFORD VILLAGE APT.	SC MANAGEMENT CORP.	BETTY TENWOLDE	(781) 275-1038
BAY MEADOW APTS.	MB MANAGEMENT CO.	MARIANNE PULASKI	(413) 733-3316
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANDRA LEPORE	(413) 789-1131
WILBRAHAM COMMONS	WESTWOOD MANAGEMENT CO.	DOROTHY PALUCK	(413) 596-8372
STRATTON HILL PARK	CORCORAN MANAGEMENT CO.	JOHN SCOPELLET!	(781) 849-0011
BERKSHIRE TOWN	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
INDIAN MOTOCYCLE BLDG	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
MICHAEL HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
SILSBEE TOWER APTS.	THE SIMON COMPANIES	BARBARA TANDLER	(781) 848-2500
ELMWOOD TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
OLDE DERBY VILLAGE	THE SIMON COMPANIES	BARBARA TANDLER	(781) 848-2500
ST. JOSEPH HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
PROSPECT HEIGHTS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
HOLYOKE TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
BEDFORD VILLAGE APT.	SC MANAGEMENT CORP.	BETTY TENWOLDE	(781) 275-1038
ALLEN PARK APTS.	THE COMMUNITY BUILDERS	MARK FOWLES	(413) 782-1898
LINDEN TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
SYCAMORE HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
PILOT GROVE	THE COMMUNITY BUILDERS	KATHLEEN HENNESSY	(978) 897-0313
MCKINLEY HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
WILBRAHAM COMMONS	WESTWOOD MANAGEMENT CO.	DOROTHY PALUCK	(413) 596-8372
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
ROBINSON-CUTICURA	CORNU MANAGEMENT CO., INC.	KATHY KRAGER	(617) 324-3725
CHELSEA SQUARE APTS.	CORNU MANAGEMENT CO., INC.	KATHY KRAGER	(617) 324-3725
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
ANDERSON PARK	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
CASAS BORINQUEN	ETC/PEABODY PROPERTIES	CARLOS HERNANDEZ	(617) 927-1700
31 BURBANK ST.	SC MANAGEMENT CORP.	CHERYL NICHOLS	(617) 566-0671

AS OF
FEBRUARY 1998

*(List does not include
Demonstration
Disposition Program
Opportunities)*

FENCE PAINTING

FENCE REPLACEMENT

FENCING

FIRE ALARMS

FLOORING

GLASS REPLACEMENT

HARDWARE SUPPLIES

HOT TOP

HVAC

INSULATE ATTICS

JANITORIAL

JANITORIAL SUPPLIES

KITCHEN CABINET REPLACEMENT

LANDSCAPING

LAUNDRY REPAIRS

LIGHTING

LOCK & KEY REPLACEMENT

MAINTENANCE SUPPLIES

MASONRY

MBE Contract Opportunities

TRADE/SERVICE	DEVELOPMENT	MANAGEMENT CO.	CONTACT PERSON	TELEPHONE NO.
MASONRY REPOINTING	THE ANCHORAGE APTS.	BARKAN MANAGEMENT CO.	STEPHANIE BERLU	(617) 242-4515
	CASAS BORINQUEN	ETC/PEABODY PROPERTIES	CARLOS HERNANDEZ	(617) 927-1700
	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	DANA DICOCO	(413) 532-9268
OFFICE RENOVATIONS	HAMLET TOWNHOUSES	NCDF	CORRIN WEGIELEWSKI	(617) 244-5196
OFFICE SUPPLIES	WILBRAHAM COMMONS	WESTWOOD MANAGEMENT CO.	DOROTHY PALUCK	(413) 596-8372
	PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANDRA LEPORE	(413) 789-1131
	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
	KILMANROCK ST. APTS.	BARKAN MANAGEMENT CO.	MARY WOOD	(617) 262-6757
PAINTING	71 WESTLAND AVE APTS.	BARKAN MANAGEMENT CO.	LAURIE JEFFERSON	(617) 424-6783
	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	DANA DICOCO	(413) 532-9268
	THE COSMOPOLITAN	CLAREMONT MANAGEMENT	BARBARA MACK	(612) 222-0609
	BRIGHTON GARDENS APT.	LOMBARDI CORPORATION	LOUIS M. LOMBARDI	(617) 254-7721
	31 BURBANK ST.	SC MANAGEMENT CORP.	CHERYL NICHOLS	(617) 566-0671
PAINTING—4TH FLOOR HALLWAY	ACADEMY BUILDING	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
PAINTING—BALCONY RAILS	STRATTON HILL PARK	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
PAINTING—COMMON AREA	ROBINSON-CUTICURA	CORNU MANAGEMENT CO., INC.	KATHY KRAGER	(617) 324-3725
PAINTING—EXTERIOR	UPTON INN	SC MANAGEMENT CORP.	KERRI FURTADO BREEN	(508) 966-2460
	FRANKLIN SCHOOL	THE COMMUNITY BUILDERS	INGRID MCCARTY	(617) 863-1810
	TABER MILL APTS.	BOSTON LAND CO.	WAYNE S. MARTIN	(508) 996-3111
	HOPE GARDENS	DIMEO PROPERTIES	CHERYL BARNHART	(508) 222-2662
	INDEPENDENCE MANOR	ST. FRANCIS	DIANE MCDERMOTT	(781) 848-8383
	CASAS BORINQUEN	ETC/PEABODY PROPERTIES	CARLOS HERNANDEZ	(617) 927-1700
PAINTING—EXTERIOR TRIM	KENT VILLAGE	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
PAINTING—INTERIOR	CHELSEA SQUARE APTS.	CORNU MANAGEMENT CO.	KATHY KRAGER	(617) 324-3725
	THE ANCHORAGE APTS.	BARKAN MANAGEMENT CO.	STEPHANIE BERLU	(617) 242-4515
	WILBRAHAM COMMONS	WESTWOOD MANAGEMENT CO.	DOROTHY PALUCK	(413) 596-8372
	UPTON INN	SC MANAGEMENT CORP.	KERRI FURTADO BREEN	(508) 966-2460
	OAKWOOD	SC MANAGEMENT	KERRI FURTADO BREEN	(508) 966-2460
PAINTING—INTERIOR STAIRWELL	LINCOLN SCHOOL	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
PARKING LOT REPAIRS	PELHAM I	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
PARKING LOT—RESTRIPING	PELHAM I	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
	ALLEN PARK APTS.	THE COMMUNITY BUILDERS	MARK FOWLES	(413) 782-1898
PATIO DECK REPAIR	WOOD RIDGE HOMES, INC.	BARKAN MANAGEMENT CO.	SANDEY LARSON	(508) 682-7093
PAVING	VALEBROOK	THE SHORELINE CORP.	FRANCES E. HALLORAN	(978) 681-9185
	PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANDRA LEPORE	(413) 789-1131
	JAMES STEAM MILL	DAVIS REALTY	SUSAN L. SANDERCOCK	(978) 465-5166
	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	DANA DICOCO	(413) 532-9268
PAVING—PARKING LOT	GLEN GROVE APTS.	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
PAVING—SIDEWALK REPAIRS	FALLS VIEW APTS.	GARDEN PARK MANAGEMENT	V.E. BALDWIN	(413) 594-5113
PAVING—SIDEWALKS	VALEBROOK	THE SHORELINE CORP.	FRANCES E. HALLORAN	(978) 681-9185
PEST CONTROL	BEDFORD VILLAGE APT.	SC MANAGEMENT CORP.	BETTY TENWOLDE	(781) 275-1038
PLUMBING	BRIGHTON GARDENS APT.	LOMBARDI CORPORATION	LOUIS M. LOMBARDI	(617) 254-7721
PLUMBING SUPPLIES	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
POOL CAULKING	LAUREL RIDGE	MB MANAGEMENT	JUDY PARKS	(508) 764-1474
POWER WASH	UPTON INN	SC MANAGEMENT CORP.	KERRI FURTADO BREEN	(508) 966-2460
	TABER MILL APTS.	BOSTON LAND CO.	WAYNE S. MARTIN	(508) 996-3111
REDECORATING	SAUGUS COMMONS	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
ROOFING	CHAPMAN HOUSE	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
	MASHPEE VILLAGE	THE COMMUNITY BUILDERS	NANCY FORD	(508) 477-2000
	FALLS VIEW APTS.	GARDEN PARK MANAGEMENT	V.E. BALDWIN	(413) 594-5113
	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	DANA DICOCO	(413) 532-9268
	JAMES STEAM MILL	DAVIS REALTY	SUSAN L. SANDERCOCK	(978) 465-5166
	BERGEN CIRCLE APTS.	AMERICAN SHELTER CORP.	TED MCNEIL	(413) 781-5010
	WOOD RIDGE HOMES, INC.	BARKAN MANAGEMENT CO.	SANDEY LARSON	(508) 682-7093
SEAL COAT—PARKING LOT	BITTERSWEET LANE APTS.	MB MANAGEMENT COMPANY	DONNA VALOIS	(781) 986-7831

TRADE/SERVICE	DEVELOPMENT	MANAGEMENT CO.	CONTACT PERSON	TELEPHONE NO.
SEAL COAT—PAVEMENT	FORT HEALTH APTS.	FORT HEALTH MANAGEMENT	SANFORD A. KAPLAN	(617) 527-2400
SEAL COATING	CHESTNUT GLEN	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
	BEDFORD VILLAGE APT.	SC MANAGEMENT CORP.	BETTY TENWOLDE	(781) 275-1038
SEALING	VALEBROOK	THE SHORELINE CORP.	FRANCES E. HALLORAN	(978) 681-9185
	31 BURBANK ST.	SC MANAGEMENT CORP.	CHERYL NICHOLS	(617) 566-0671
SECURITY	PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANDRA LEPORE	(413) 789-1131
SECURITY—ENTRY CARD SYSTEM	MARBLE STREET APT.	BARKAN MANAGEMENT	JEAN POWERS	(508) 791-2236
SECURITY—ENTRY SYSTEMS	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
SECURITY SIGNS	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
SHUFFLEBOARD COURTS	PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANDRA LEPORE	(413) 789-1131
SIDING REPLACEMENT	OAKWOOD	SC MANAGEMENT	KERRI FURTADO BREEN	(508) 966-2460
SOFFIT REPAIR	LAUREL RIDGE	MB MANAGEMENT	JUDY PARKS	(508) 764-1474
SPRINKLER SYSTEM CONTR.	PILOT GROVE	THE COMMUNITY BUILDERS	KATHLEEN HENNESSY	(978) 897-0313
STAINING EXTERIOR	GOSNOLD GROVE APTS.	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
	LONGFELLOW GLEN APTS.	MCNEIL MANAGEMENT INC.	BONNIE L. FINLEY	(781) 762-4800
	HAMLET TOWNHOUSES	NCDF	CORRIN WEGIELEWSKI	(617) 244-5196
TILING	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
TRASH REMOVAL	SYCAMORE HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	ELMWOOD TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
	HOLYOKE TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	LINDEN TOWERS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	MCKINLEY HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	PROSPECT HEIGHTS	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	BERKSHIRE TOWN	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	ST. JOSEPH HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	BEDFORD VILLAGE APT.	SC MANAGEMENT CORP.	BETTY TENWOLDE	(781) 275-1038
	INDIAN MOTOCYCLE BLDG	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
	MICHAEL HOUSE	APPLETON CORPORATION	KATRI WALKER	(413) 536-0848
TREE REMOVAL	WOOD RIDGE HOMES, INC.	BARKAN MANAGEMENT CO.	SANDEY LARSON	(508) 682-7093
UNIFORMS	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
VINYL SIDING	BRIDLE PATH APT.	MB MANAGEMENT COMPANY	DONNA VALOIS	(781) 986-7831
	BERGEN CIRCLE APTS.	AMERICAN SHELTER CORP.	TED MCNEIL	(413) 781-5010
WALL COVERING	SAUGUS COMMONS	CORCORAN MANAGEMENT CO.	JOHN SCOPELLETI	(781) 849-0011
WALLPAPERING	PHEASANT HILL VILLAGE	WESTWOOD MANAGEMENT	SANDRA LEPORE	(413) 789-1131
WATERPROOF EXTERIOR	FORT HEALTH APTS.	FORT HEALTH MANAGEMENT	SANFORD A. KAPLAN	(617) 527-2400
WATERPROOFING WINDOWS	TANNERY I APTS.	CROWNINSHIELD MGT. CORP.	WALTER GORMAN	(978) 532-4800
WELDING	9/11/13 NORTHEAST ST.	MARKEN PROPERTIES INC.	DANA DICOCO	(413) 532-9268
WINDOW—ALUMINUM TRIM COVER	TABER MILL APTS.	BOSTON LAND CO.	WAYNE S. MARTIN	(508) 996-3111
WINDOW CAULKING	INDEPENDENCE MANOR	ST. FRANCIS	DIANE MCDERMOTT	(781) 848-8383
WINDOW PANE REPLACEMENT	THE ANCHORAGE APTS.	BARKAN MANAGEMENT CO.	STEPHANIE BERLU	(617) 242-4515
WINDOW REPLACEMENT	PLUMLEY VILLAGE	THE COMMUNITY BUILDERS	FRANK ALVAREZ	(508) 757-3801

**AS OF
FEBRUARY 1998**

*(List does not include
Demonstration
Disposition Program
Opportunities)*

MBE Directory Available

The MHFA maintains a directory of MBE vendors, by trade category, for interested MHFA management companies. The directory consists of vendors who have participated in MHFA-sponsored trade fairs and/or training programs as well as vendors currently doing business with MHFA-financed developments.

To receive or be added to the directory, contact Jackie Gwinn at (617) 854-1820.

Demonstration Residents Train for Future Control

Taking over ownership responsibilities for a multi-unit development is no easy task. MHFA's asset management unit for the Demonstration Disposition Program is developing training for the Demo-Dispo residents to assure that the transition to resident control goes smoothly and that the residents/owners will have the expertise to confidently and effectively manage their developments for many years to come.

Henry Mukasa is MHFA's Asset Management Officer for the Demonstration Disposition Program. "There is so much that the residents need to know," he says. "Things such as financial management, computer applications, supervisory skills, negotiation techniques, ownership structures, property management and organizational development. We are in the process of setting up formal training sessions to build the capacity of the residents to own their developments."

MHFA's Coordinator of Training and Technical Assistance began holding meetings with each of the associations in August. The first phase consists of monthly Presidents' Meetings. It is during these meetings that technical assistance is provided to associations in their effort to create a capacity-building plan. Once the associations create their plans, training will commence. The training sessions, which will be held by trainers with expertise in a particular area, will for the most part be open to all residents of the Demonstration Disposition developments.

Mr. Mukasa stresses, "Although some sessions will be restricted to board members, most of the sessions will be open to all residents. If someone is not a board member now, he or she may still serve in the future. In any case, many of the topics to be covered, such as computer training or supervisory skills, will provide knowledge that can help residents personally and professionally." ■

(l-r) Wilson Henderson, MHFA Equal Opportunity Director; Elizabeth Canali, Executive Director of the Chelsea Commission on Hispanic Affairs; Ralph Rivera, Deputy Director of Neighborhood Business Development for the City of Boston; Steve Pierce, MHFA Executive Director, at MHFA's Sixth Annual Latino Heritage Month Celebration. This year's theme was "Perspectives on Economic Development in the Latino Community." The presentations heightened MHFA staff's awareness of the many positive economic contributions by Latin-Americans and the challenges Latinos face as their businesses grow and develop.

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<http://www.mhfa.com>



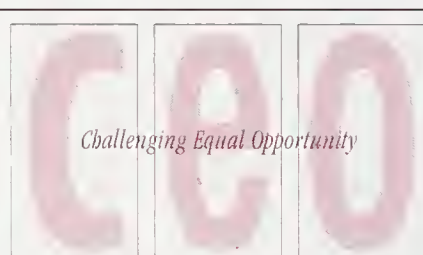
Visit the Massachusetts Housing Finance Agency's new site on the World Wide Web.

The site is packed with useful information on MHFA's programs and activities, with much more to come in the months ahead.

News, facts, and guidelines are available at the touch of a button!

For more information, call (617) 854-1808 or send e-mail to info@mhfa.com.

Latino Heritage Month Celebration



Massachusetts Housing Finance Agency
One Beacon Street
Boston, MA 02108-3110

Paul Cellucci *Governor*

Michael J. Dirrane *Chairman*

Steven D. Pierce *Executive Director*

Thomas R. Gleason *Deputy Director*

Wilson Henderson *Director of Equal Opportunity*

Call (617) 854-1820 regarding CEO mailings or story ideas.

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